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ABSTRACT

The educational programs that have been proposed and implemented by Democratic governors in 29 states, Puerto Rico, and the Virgin Islands are briefly outlined in this report. A list of educational contacts for 23 states, Puerto Rico, and the Virgin Islands is included. (LMI)

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STATE EDUCATION INITIATIVES OF THE DEMOCRATIC GOVERNORS

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STATE EDUCATION INITIATIVES

OF THE

DEMOCRATIC GOVERNORS

A REPORT PREPARED BY THE

DEMOCRATIC GOVERNORS' ASSOCIATION

FEBRUARY 1990

GOVERNOR RICHARD F. CELESTE
CHAIRMAN

GOVERNOR NED R. MCWHERTER
VICE CHAIRMAN

Democratic Governors' Association

Richard F. Celeste
Chairman

February 25, 1990

Dear Friend:

Since September and the Education Summit in Charlottesville, Virginia, the nation's governors and the Administration have labored to define ambitious and clear national education goals. These efforts are important and the American people await our results.

The report which follows outlines the innovative and quality education programs Democratic Governors are implementing across this nation. As you will see, governors have rolled up their sleeves and implemented substantial educational reforms that prepare us for the 1990s and the 21st century.

The Administration's willingness to support national goals for education is a positive step forward. But in many ways, it is like the horse trying to catch up to the cart. While the President's recommendation of a $500 million increase in Head Start is commendable, it is only a small step toward fully funding our nation's education needs. The fact is, as a share of the GNP, the President's proposed education budget is more than $10 billion below the 1981 share.

This report is by no means all inclusive but it does serve to illustrate the creative programs Democratic Governors have developed and suggests new approaches to further improve education in the 1990s.

Indeed, these are the "Education Governors."

Sincerely,

Richard F. Celeste

Richard F. Celeste
Governor

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ALASKA

Governor Steve Cowper has proposed an endowment for public education called the "Education Fund" that would be sufficient to pay for most costs of public elementary and secondary education. The fund would be established in the Alaska Permanent Fund, Alaska's $10 billion fund established by a state constitutional amendment in 1976 to save a portion of the state's oil revenue for the future. The Governor's proposal calls for citizens to vote on his proposal in November, 1990. The State Board of Education is also developing a statewide school improvement plan that will be based upon broad educational outcomes describing the general knowledge, skills, and attitudes that students will obtain during their formal schooling.

ARIZONA

Governor Rose Mofford has initiated a number of education reforms in Arizona including At-Risk Incentives which uses a variety of approaches from extension of the school day to parent training and involvement to reach at-risk children; the Pinal County Prevention Partnership which identifies at-risk youth and matches them with social service providers and other developmental opportunities which offer students direct and immediate assistance; and Magnet Schools - established to give students a broad based curriculum from which to choose classes as well as to develop and learn within an area of interest. In the fight to make Arizona's schools violence free, The Governor's Alliance Against Drugs assists communities with the development of community drug prevention strategies. Governor Mofford has set three goals for Arizona to reach in the 90's: establish clear performance goals for students, restructure Arizona's system to achieve these goals and develop a system of accountability that focuses on results.

ARKANSAS

Under the leadership of Governor Bill Clinton, the State of Arkansas began to move to the forefront of the national education reform movement. Students in Arkansas may now take courses they need in all schools in the state, both large and small. Today, all districts in the state offer advanced math and science courses along with courses in art, music, computer science and practical vocational arts. Elementary school class sizes have been limited; grade school counselors are available in all school districts; and test scores have steadily improved. Arkansas has the South's lowest dropout rate and highest graduation rate; and the number of students going on to higher education has increased by 18 percent.

This year, a new package of education reforms was approved including: a school choice law; forced mergers for schools that can't improve learning; fines for parents who allow their children to be constantly absent or who refuse to go to parent conferences; and revoking the drivers licenses of students under 17 who drop out without a good reason. Governor Clinton's vision for the future includes better teacher salaries; more college scholarships and work-study funding; assistance for students with learning problems; a statewide preschool program for those who need it; and college research and economic development programs along with more adult education and job training programs to train Arkansans for the economy of today and tomorrow.

COLORADO

Governor Roy Romer launched the Educational Creativity Schools Initiative in January 1989 to enlist students, parents, teachers, administrators, business people, school board members and other community members in a cooperative search for improved education in the state of Colorado. The initiative challenges school-based teams to design and implement changes in school organization, curriculum, assessment, instruction or operations to improve learning opportunities for students. Participating schools are receiving technical assistance and support to implement their plans from the Governor's Office, the Colorado Department of Education, higher education institutions and the business community. The Governor has also articulated a comprehensive education reform agenda including the need to rewrite current teacher certification requirements; extend the length of the school year; expand pre-school education opportunities; and reduce class sizes in grades K-3.

CONNECTICUT

Connecticut has invested hundreds of millions of dollars in comprehensive and pioneering education reforms over the past five years, boosting education aid to cities and towns. The Connecticut approach first focuses on the men and women of the teaching profession, combining an unprecedented commitment to improving teachers salaries with a vigorous effort to maintain the highest professional standards for teachers. The cornerstone of this program is the Educational Enhancement Act of 1986. Since its passage, Connecticut teachers' salaries are the second highest in the nation; average salaries now exceed $41,000. Governor William O'Neill also has established mandatory continuing education programs for experienced teachers and designed the Beginning Education Support and Training (BEST) program to make the most of a teacher's first year.

GEORGIA

The Quality Basic Education (QBE) Act, passed in 1985 without a single dissenting vote and signed into law on April 16, 1985, is a total revision of Georgia's public education law. In general, the focus of QBE is on performance, including school and system standards, assurance of teacher quality through subject matter and on-the-job performance evaluations, and incentive grants for systems, schools and teachers. Already Georgia is seeing success from its QBE program with improved test scores, teachers salaries increasing nearly 70 percent and increased state funding. During the administration of Governor Joe Frank Harris, state funds for the annual operating budget for elementary-secondary education has more than doubled -- from $1.3 billion to over $2.8 billion.

HAWAII

In the State of Hawaii, Governor John Waihee, the State School Board and State Legislature mandated school/community-based management in 1989. This historic action gave the Board of Education the responsibility to set educational standards and measure each school's efforts while giving schools specific shared decision-making authority. Hawaii has also instituted an after-school child care program called "A+". The after school program offers a stimulating and productive spectrum of activities including time for homework, reading and tutorial assistance, character development and enrichment in areas such as arts, crafts and expressive arts. Additional initiatives in Hawaii include a new facilities superfund which receives $90 million a year for 7 years for new and replacement schools; reduction in class sizes for grades K and 1; investment opportunities for residents into tax-exempt "college-savings" bonds to help families plan for their childrens' educational future; and "HOPE", a proposed endowment fund for minority group students under-represented at the University of Hawaii.

IDAHO

A Task Force on the Future of Education in Idaho was jointly appointed by Governor Cecil D. Andrus and Superintendent of Public Instruction Jerry L. Evans and charged with assessing Idaho's present public education system, determining what changes are necessary to improve schools in the 1990s and beyond, and developing a strategy for achieving and measuring those objectives. Other education initiatives include the Alternative Teacher Certification program, the Mentor Teacher/Administrator Program and the Effective Schools Support program in which the Department of Education has reorganized its subject-matter to focus more attention on effective practices that improve student performance in the public schools.

INDIANA

Indiana is in the midst of a major reform initiative. Governor Evan Bayh and the Indiana Superintendent of Public Instruction worked together in a bipartisan effort to present a 33-point joint education proposal to present to the 1990 General Assembly. Major initiatives were developed around the national goals. Highlights of the proposal include early childhood programs, literacy initiatives, education technology and drug education programs. Early childhood initiatives include pilot programs funded on a competitive grant basis. Priority will be given to comprehensive proposals that include health screening and parent education programs for children -up to age 3; preschool; and latchkey programs for children through grade six. An Office of Workforce Literacy to contract for workforce basic skills programs, and an Interdepartmental Board of Workforce Literacy to coordinate state literacy services will be created. Funding to increase the availability of promising technology will expand the use of educational technology, especially in elementary school. Another proposal would require schools to begin drug education programs in kindergarten through grade twelve. Every school will be required to create a Drug-Free Schools Committee with broad school and community participation.

KENTUCKY

Following a three-year campaign by Governor Wallace G. Wilkinson calling for school restructuring, Kentucky is about to embark on an entirely new course relating to the goals and management of public elementary and secondary education. A Task Force on Education Reform is completing a blueprint for education reform. The Task Force has already adopted a report of the Governor's Commission on School Performance Standards proposing, among other things, curriculum changes; performance based assessment programs; revised management structure; a system of site based decision making; appropriate rewards and sanctions based on meeting defined standards; a strong program of early childhood education and developmental services for Kentucky's preschoolers; a strong emphasis on education technology; expanded family support, health and social services at school sites; and a revised funding system to assure that schools not only meet the criteria of equity, but develop the capacity to provide excellent education for every child.

LOUISIANA

Some of the education reforms adopted by Governor Buddy Roemer of Louisiana include developing standards for school incentive programs, coordinating with school report cards; deregulation to stimulate school improvement; developing training for school board members, and ending lifetime teacher certification for new teachers. That state has also raised teacher salaries and adopted career options that includes opportunities for differentiated pay; enacted parent education programs for at-risk youth; lowered class size in grades K-3 to 20:1; mandated statewide evaluation system effective 1990-91 and increased computer based instruction. Ambitious goals which include increased education technology programs; further streamlining current teacher certification requirements; funding an Endowed Chair program and a Graduate Fellows program for public colleges and universities; and a statewide writing skills program are set for the 90s.

MARYLAND

Governor William Donald Schaefer has begun implementing an education reform plan in Maryland that emphasizes accountability. The plan creates a new accreditation system to judge how well students learn at every school. Beginning in 1992, a state review board will evaluate each public elementary and secondary school based on their students' achievement levels. Schools that rate high will receive rewards, while schools that do not face potential state control. Governor Schaefer has also established a Governor's Academy for Math, Science and Technology, a four-week residential continuing professional development academy for teachers.

MASSACHUSETTS

Since passage of the Education Reform Act in 1985, local school districts in the State of Massachusetts have moved to combine state, local and federal funds in a manner which improves the educational climate of each school in the Commonwealth. The Act established a state-wide assessment program and provided millions of dollars for early childhood education, at-risk youth, drop-out prevention, basic skills education and local school building councils. This year, Governor Michael Dukakis established an Honor Roll Schools program to honor schools which have made the most of Massachusetts education reform programs. Some innovative programs which have resulted are: Early Childhood programs which provide a variety of services to children and their families; The Commonwealth Futures drop-out prevention program; a teacher fellowship program and the establishment and funding of parent/ teacher councils in every school building.

MICHIGAN

Today in Michigan, nearly 55,000 children are enrolled in the Michigan Education Trust (MET) -- a model program which offers families the opportunity to guarantee their children's future college tuition at today's rates. Governor James J. Blanchard also helped expand access to college by establishing a new low-interest student loan program and making Michigan Education Trust payments possible through payroll deduction. Michigan's Tuition Incentive Program (TIP) pays the community college tuition for low-income high school graduates. Michigan has also developed the "Opportunity Card," a smart card embedded with a computer chip containing information about the card holder, his or her employment and education history and the job training programs for which the bearer may be eligible. In K-12 education, Michigan's Schools of Tomorrow Strategy seeks to redesign schools to meet the demands of global competition by starting early with preschool education; setting tougher standards and rewarding achievement; and creating a supportive environment for redesigning schools. Programs to accomplish these goals include: The Governor's Achievement Incentive (GAIN) - providing cash incentives to high achieving schools; an upgraded Michigan Education Assessment Program (MEAP), which now includes a model reading component that tests understanding and critical thinking as well as advanced mathematics knowledge; an Education Extension Service and the Partnership for New Education; math and science challenge grants; tougher accreditation standards; new core curriculum requirements and school improvement programs that demand accountability from school districts; an expanded Michigan Model Health Curriculum containing a strong substance abuse prevention component; Operation Graduation; and Classrooms of Tomorrow, a program to install a computer in every Michigan public school classroom.

MINNESOTA

A few of the education reforms in the State of Minnesota include Enrollment Options by which students may cross district lines and participate in programs that better fit their needs and interests; Outcome-Based Education (OBE) whereby the state develops designs, procedures, models and staff learning opportunities to enable districts to implement OBE; Comprehensive Programs for At-Risk Students; and an Office of Educational leadership. Governor Rudy Perpich has also implemented a number of innovative programs in Minnesota including the Alternative Program Independent Study which provides flexibility of learning and scheduling for students enrolled in nontraditional education programs by combining personalized learning plans, outcome-based education, and the concept of the community at the school. Other programs include Youth Service; Family Literacy; Workplace School; Early Childhood Family Education; Education for Homeless Children and Youth; Comprehensive Arts Planning and Comprehensive Health and Wellness programs; and Test Item Bank or MIDEBANK. Also, in 1989, 90,000 students in grades 6, 9 and 12 completed the Minnesota Student Survey which covered drug use and a variety of behaviors, attitudes, and environmental factors that put students at risk. The state furnished correlations and comparisons of data plus technical assistance to help districts refocus local prevention and intervention efforts.

MISSISSIPPI

In April, 1989, Mississippi began a historic process to reinvent public education from the bottom-up. After soliciting input from approximately 40,000 citizens over a five-month period, Governor Ray Mabus released a legislative package to achieve seven education improvement goals in August, 1989. The goals for education reform, called Mississippi's BEST -- Better Education for Success Tomorrow, will ensure that: schools are regularly assessed and improving; children are fully prepared for kindergarten; student achievement is competitive with students in other developed countries; the drop-out rate will be cut in half; the adult literacy rate will increase from 70 percent to 90 percent; there will be a reduction in teenage pregnancy by half; and higher education system is more accountable for improved learning. The $500 million BEST program, which would be funded without a tax increase, consists of more than 30 programs to accomplish these seven goals including the Better Schools and Lighthouse Schools program which would reward schools that demonstrate improvement; the Impairment and Conservatorship Program if a school fails to meet minimum standards; the Early Childhood Screening and Parent Assistance Program; and the Alliance for Families Program whereby schools would recruit the involvement of parents, businesses and civic organizations in the schools.

NEVADA

The State of Nevada has instituted a number of innovative programs which have already produced significant improvements in the state's education system. For the first time in Nevada's history, Governor Bob Miller introduced in his budget, funding for reducing pupil teacher ratios in grades 1-3. The legislature concurred and school districts are now developing and implementing plans for the future of class size reduction to begin with the 90-91 school year. Nevada also has a scholarship program for teacher training institutions; a program to pilot, train and evaluate decentralized school site decision making in an effort to empower staff, parents and students while improving levels of accountability; and a Substance Abuse Coordinating Council designed to maximize limited resources in fighting the war on drugs. Governor Miller, as a first step toward developing a blueprint for educational improvements in the state, convened a planning conference of 200 state, education, and business leaders from across Nevada.

NEW JERSEY

Some of the education initiatives that Governor James Florio is proposing for the state of New Jersey include: replacing inadequate school facilities - the Florio administration is preparing a $600 million initiative to renovate or replace inadequate schools; preparing and retaining good teachers - New Jersey has raised salaries and standards for teachers and through the alternate route, has made the profession more accessible; early childhood education - the state will expand access to preschool and healthcare for poor children through Goodstart, a program that will build upon Headstart, Healthstart, WIC, and other existing programs; school-based youth services - a expansion of the pilot program of school-based youth services which has won national recognition; and a new state-local partnership to assist troubled districts.

NEW YORK

Governor Mario Cuomo developed the Liberty Scholarship Award in New York which will cover non-tuition college expenses such as room and board, books, supplies and transportation. With implementation of this program, in addition to state and federal assistance already available, New York will cover all of the basic costs of attending college in the public sector. Other programs include the Community Schools program, to make the school building the center of community activity in disadvantaged neighborhoods; the Graduate Research Initiative to improve graduate education and research at New York's public Universities; the Excellence in Teaching Program; and the Magnet Schools Program to assist school districts in their efforts to voluntarily desegregate the schools.

NORTH DAKOTA

North Dakota's education policy is to build learning communities to prepare North Dakotans with the living, working, and learning skills for a changing, technological, information society. An Education Advancement Task Force developed 50 recommendations for improvement to the education system. An Education Action Commission was established to follow-up with a specific action plan to promote excellence in schools. Specific reforms already underway include the Teacher Preparation Program; Mandated Statewide Testing Program; Annexation, Reorganization and Dissolution; and Math, Science "Governor's Schools". Funding is currently being sought for a pilot program which is a joint effort of the Organization Concerned about Rural Education, the Mid-Continent Regional Education Laboratory, Department of Public Instruction and Governor George Sinner's Office to develop a national model for sustaining and improving rural areas through cooperative endeavors among communities.

OHIO

Under the leadership of Governor Richard F. Celeste, Ohio enacted comprehensive legislation to promote excellence in the schools. The reform package includes open enrollment, and state-wide performance standards for schools. The Governor also established a $90 million "Education Improvement Fund" that over the next 2 years provides for major new investments in Preschool and Head Start, Dropout Prevention, Research and Development; and Teacher Career programs. Excellence in higher education has also been a major priority of the Governor. Ohio's Selective Excellence programs for higher education reward academic and job-training excellence and have won national recognition. The Eminent Scholar program, for example, through competitive grants matched by institutions, has attracted world-class faculty researchers to Ohio's public universities. Other Selective Excellence programs include: Research Challenge, Program Excellence Academic Challenge, Productivity Improvement Challenge and the Supercomputer Center.

OREGON

Governor Neil Goldschmidt's goal for the 90s is to graduate ninety percent or more of the students in Oregon high schools. To do this, he has put in place a series of programs and funding modules focussing on prevention. He created the Great Start Program which provides funds for every county in the state for community services and education programs for children and their families before the child reaches school age. The Student Retention Initiative is a funding module to get dropouts back into school. He created the Children and Youth Services Coordinating Commission - a new division of state government that coordinates all social and education services to children ages 0-18 and their families. The Governor, in January of 1990, announced his intention to fully fund a Head Start program for every eligible child. Presently, funds are only available for one-third of the children eligible for this program. Governor Goldschmidt has also proposed funding for drug rehabilitation for pregnant women and any person from age 0-18. He has also proposed a comprehensive anti-drug and alcohol program to try to keep students from using such substances.

PENNSYLVANIA

Under Governor Robert Casey's leadership, the Commonwealth of Pennsylvania over the past three years has invested unprecedented resources in its schools and colleges. That includes over three-quarters of a billion dollars for local schools, new mandated higher starting teacher salaries and college loan forgiveness to attract the best and brightest graduates to teach in economically distressed urban and rural schools. Pennsylvania is also making it easier for its high school graduates to go on to higher education through record increases in scholarship funding and through its Tuition Challenge Grant Program, which has kept tuition increases at the state's public universities to the lowest levels in a decade. In 1988 Pennsylvania also enacted a statewide education funding program which rewards improvement in school performance. Now in its second year, the Pennsylvania School Performance Incentive Program provides $5 million a year in cash grants to schools that show significant improvement in math and reading, in cutting the dropout rate, and in preparing more students to go on to higher education. The program has already had a dramatic energizing effect on many of Pennsylvania's public schools.

PUERTO RICO

Five years ago, Governor Rafael Hernandez-Colon of the Commonwealth of Puerto Rico placed education reform at the top of his agenda. Since then, a variety of new programs have emerged geared toward maximizing teaching effectiveness and strengthening Puerto Rico's children's academic achievement. These programs include: Exit Exams for Third, Sixth and Ninth Grade Students - students must pass a general achievement test before they advance to the next grade; Teacher Evaluations - whereby teachers participate in an evaluation process that is geared toward the improvement of teacher performance in the classroom; Curriculum Improvement - values, sound moral judgement and the proper use of knowledge are some of the emphasis of the revised curriculum; Professional Career Advancement Program for Teachers; Decentralization of the School System; and Pre-school Training.

TENNESSEE

Governor Ned McWherter's "21st Century Challenge" is a comprehensive set of goals and objectives for education in Tennessee. The plan calls for Tennessee's education system to be run like a business with well-defined needs and long-range, quantifiable goals and objectives. It focuses upon special problems such as at-risk students, adult illiteracy, and the need to enhance the teaching profession. Under the leadership of Governor McWherter, the Department of Education and South Central Bell formed a partnership in 1987 to establish the Governor's Study Partners Program. Through this program, peer tutors are paired with at-risk students in their schools. By the end of this school year, an estimated 2,000 trained peer tutors in 120 schools will be helping other students stay in school and succeed. In 1988, the state's first One-Room Drop-In School (ORDIS) opened for business. This program was established to meet the educational needs of the large number of at-risk students and single parents residing in the project.

VERMONT

In 1987, Governor Madeleine Kunin began the Vermont Early Education Initiative to provide services to at-risk 3 and 4 year olds to ensure they enter school prepared for learning. This program is structured to allow local communities to develop service delivery systems best able to meet the needs of their students. Vermont is also developing a comprehensive student assessment program which includes both traditional standardized testing and an innovative student portfolio component. Goals for the future in Vermont include ensuring that every child becomes a competent, caring, productive, responsible individual and citizen who is committed to continued learning throughout life; restructuring Vermont's school systems to support very high performance for all students; attracting, supporting and developing the most effective teachers and school leaders in the nation; and creating powerful partnerships between Vermont's parents, educators, students and other citizens to support teaching and learning in every community.

VIRGIN ISLANDS

Among the U.S. Virgin Islands' innovative education initiatives is the Peer Leadership Program designed to help incoming high school students adjust to their new environment with the assistance of high school seniors. Governor Alexander Farrelly also initiated Jobs for America's Graduates (JAG) which was established to design, implement, and provide technical assistance and to evaulate the model school-to-work transition program. Several programs to encourage parents to take an active part in the education of their children including a Parenting is Basic Conference; Parent Centers and Parent Association's Input in Education are in place in the Virgin Islands. The state has also initiated a major health program that provides physical examinations to all entering kindergarten students, all new entrants to the public schools, and all fifth and ninth grade students. Some the the Virgin Islands' Department of Education's goals for the 90s include: establishing a tutorial program; publishing a policy manual; opening parent centers; developing budgets for each school; and highlighting vocational education and culture in the schools.

VIRGINIA

Governor Douglas Wilder will take over the helm in implementing the following programs in Virginia. The Virginia Work-Study Program - providing public school jobs for full-time students in institutions of higher education; the Virginia Higher Education Equipment Trust Fund which has enabled Virginia's colleges and universities to obtain over $85 million worth of equipment; the Educational Performance Recognition Program, measuring school effectiveness and improvements in education; the Distance Learning Project/Electronic Classroom - offering courses and staff development tele-conferences through use of a statewide interactive television network; and the Foreign Language Academies - providing residential summer programs for high school students. Goals for Virginia's students in the 90s include: providing early childhood development programs to all at-risk children; improving student achievement in all subjects and grades to levels that equal or exceed the 60th national percentile and to equal or exceed those in other countries; increasing the percentage of students taking advanced math and science courses; improving student values; and reducing educational disparities among students and communities.

WASHINGTON

Governor Booth Gardner in the State of Washington is making progress on many education fronts. Some of the major changes and investments the state is making to build in excellence at all levels of their education system include restructuring the state's school finance system to increase the share of state support for schools to about three-quarters of the total; providing assistance for at-risk children and students by developing an Early Childhood Education and Assistance Program, Project Even Start, Student Tutor Corps, and CHOICE - allowing students to attend any school in the state; establishing a 21st Century Institute for Advanced Technology in Schools; and restructuring teacher preparation. The state has implemented a six year school restructuring pilot project that will test the notion that student performance can be greatly increased by empowering teachers with additional time and with authority, responsibility and accountability for the education of the students in their schools.

WEST VIRGINIA

Building on the broad spectrum of public education improvement initiatives adopted over the past two years in West Virginia, Governor Gaston Caperton's 1989 education program included the Computers for Basic Skills Development and Remediation program - a plan designed to provide teachers with the teaching tools to meet the individual instructional needs of students on a daily basis. Governor Caperton's program also included amendments to the State School Building Authority which made it a key component in the state's educational improvement efforts. Under the amendments, the School Building Authority is required to conduct regional planning which ignores district boundaries and focuses on economical organization, projected enrollments, economies of scale and other factors to achieve the most effective and efficient system for the delivery of a high quality education curriculum.

WYOMING

Under the leadership of Governor Mike Sullivan, the State of Wyoming is embarking on a number of ambitious goals to prepare the state's schools for the 21st century. Some of these goals include: full funding of the current K-12 educational dollar levels; a plan for accountability including a proposal to direct school districts to make annual report cards to their patrons - and include in these reports cards information such as attendance, dropout rate, community interest in school election, parental visits to schools, participation in extracurricular activities and other similar information. The governor is also proposing the establishment of a permanent Centennial Education Trust to fund endowed chairs at the University of Wyoming and outreach programs and to encourage innovation and excellence throughout the educational system; and a concentrated effort to involve business and industry in the excellence in education initiatives.

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